



# **Interdepartmental Coordination Council for State Employee Career Opportunity**

## **Executive Order 06-38 Report**

**December 2006**



### ***Council Members***

Chester L. White, Chair  
Patrick Murphy  
Karen Meyer  
Aaron Hart  
Mary Hoskins  
Resa Dudley  
Vicki Myers  
Ernestine Gage  
Marian Luebbert  
Steve Allison  
Janelle Jaegers  
Donna White

Sarah Schuette  
Omar Davis  
Cheri Swales  
Mary Snyder  
Les Balty  
Keith Dudenhoeffer

Office of Administration – Division of Personnel  
Department of Mental Health  
Department of Social Services  
Office of Administration  
Department of Health & Senior Services  
Department of Natural Resources  
Department of Corrections  
Department of Transportation  
Office of Administration – Division of Personnel  
Department of Agriculture  
Coordinating Board for Higher Education  
Office of Supplier & Workforce Diversity and  
Personnel Advisory Board  
Department of Economic Development  
Department of Revenue  
Department of Elementary & Secondary Education  
Department of Public Safety  
Department of Labor & Industrial Relations  
Department of Insurance



## *Origin*

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Executive Order 06-38 created the Interdepartmental Coordination Council for State Employee Career Opportunity, chaired by the Office of Administration and composed of designees from each executive department. This Council was created in response to the Missouri State Government Review Commission's recommendation to reassess Missouri's Merit System for state employees to evaluate its current effectiveness and efficiency.

## *Charge*

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An Interdepartmental Coordination Council for State Employee Career Opportunity was charged with the duty of reviewing Missouri's current Merit System for state employees in order to:

- Evaluate the Merit System's effectiveness in today's world; and
- Make recommendations to the Governor and General Assembly to reform the Merit System to meet the demands of today's workplace and management of state government

Executive Order 06-38 called upon the Council to develop specific, quantifiable objective performance standards to achieve the charge and to report their agreed upon performance standards to the Governor no later than December 31, 2006. The Council shall expire on June 30, 2007.

## *Process*

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The Council met on December 14, December 18 & December 20. All meetings were conducted utilizing a trained facilitator.

Each working session lasted approximately two hours focusing on the mission of the council. The council members were challenged to answer two questions:

1. What current/future demands of "today's workplace" are/could be hampered by existing merit system processes and programs? (evaluation/forecasting)
2. What merit system processes or rules are not providing the efficiency, effectiveness, and responsiveness customers (agencies, applicants, and employees) require? (diagnosis)

The council agreed to focus on four (4) specific areas within the merit system statutes and rules. The four areas of focus are: **Application/Selections; Pay Issues/Recruitment; Classification/Organizational Management; and Employee Separations.** It was agreed the council would divide into four subcommittees to address each area.



## ***Subcommittees, Objectives, Strategies and Performance Standards***

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### **Application/Selections**

#### **OBJECTIVE:**

*The ability of state agencies to hire the right people in the right job in a timely fashion that is grounded in legally defensible hiring practices.*

#### **STRATEGIES:**

- 1) This subcommittee will determine if there are barriers to hiring in merit agencies, why such barriers exist, and alternative selection procedures that may be employed that would effectively streamline hiring processes, yet maintain merit system principles.
- 2) The subcommittee will collect data and conduct interviews with agency and Division of Personnel staff who are involved with recruitment and hiring activities, as well as members of the Personnel Advisory Board.

#### **PERFORMANCE STANDARDS:**

- Subcommittee work begins January 5, 2007.
- The subcommittee will meet no less than bi-weekly.
- The subcommittee estimates their tasks will last until April 30, 2007.
- Findings and analysis will be reported to the full council in two steps:
  - 1) An intermediate committee report to the chair of the subcommittee's activities is due February 14, 2007, and
  - 2) A full report to the council upon completion of the subcommittee's work April 30, 2007.
- Beginning May 1, 2007, after the subcommittee report is disseminated and discussed, further action steps will be taken by the full council. These action steps will include finalizing any recommendations and statutory or regulatory changes that would be necessary, the performance measures to determine the effectiveness of the recommendations, if adopted, and the implementation timeline for the recommendations. These recommendations will be included in the full report to the Governor and General Assembly to be issued on June 30, 2007.
- Statutory changes would be drafted for the 2008 legislative session.
- Regulatory changes could begin as soon as July 2007 with the adoption of the changes.
- Internal policies or procedural changes could be implemented upon adoption.



## **Pay Issues/Recruitment**

### **OBJECTIVES:**

- 1) *Ability of state agencies to implement competitive and flexible compensation strategies for fields not competitive in the "market place".*
- 2) *Flexibility of state agencies to administer pay increases within budget and based upon agency criteria.*
- 3) *Ability of state agencies to provide a more significant difference in salary levels between supervisors and non-supervisors in order to recruit and retain managers.*
- 4) *Process whereby an agency can identify marketing strategies to recruit and retain a more qualified and inclusive workforce to meet specific agency needs.*

### **STRATEGIES:**

- 1) This subcommittee will determine the occupational areas where the state's compensation strategies could be modified to more effectively compete in the labor market and accomplish greater equity among supervisors vis-à-vis subordinates. The subcommittee will determine if there are barriers to providing pay increases for employees within the parameters of existing regulations, and how the current mix of salaries and benefits affect the ability of the state to recruit applicants and motivate and retain employees.
- 2) The committee will review data and interview agency and Division of Personnel staff who work in these areas, as well as members of the Personnel Advisory Board.

### **PERFORMANCE STANDARDS:**

- Subcommittee work begins January 5, 2007.
- The subcommittee will meet no less than bi-weekly.
- The subcommittee estimates their tasks will last until April 30, 2007.
- Findings and analysis will be reported to the full council in two steps:
  - 1) An intermediate committee report to the chair of their activities is due February 14, 2007, and
  - 2) A full report to the council upon completion of the subcommittee's work April 30, 2007.
- Beginning May 1, 2007, after the subcommittee report is disseminated and discussed, further action steps will be taken by the full council. These action steps will include finalizing any recommendations and statutory or regulatory changes that would be necessary, the performance measures to determine the effectiveness of the recommendations, if adopted, and the implementation timeline for the recommendations. These recommendations will be included in the full report to the Governor and General Assembly to be issued on June 30, 2007.
- Statutory changes would be drafted for the 2008 legislative session.
- Regulatory changes could begin as soon as July 2007 with the adoption of the changes.
- Internal policies or procedural changes could be implemented upon adoption.



## **Classification/Organizational Management**

### **OBJECTIVE:**

*An agency's ability to timely adapt the classification process to their needs and develop and manage the workforce needed to sustain the agency's mission.*

### **STRATEGIES:**

- 1) This subcommittee will determine the effectiveness and timeliness of the classification process utilized for Uniform Classification and Pay System agencies and the potential for greater decentralization of classification activities. The committee will assess the need for greater efforts to ensure continuity and career opportunity for staff through data collection and analysis of the workforce in each agency, utilizing technology.
- 2) The subcommittee will interview staff in the agencies, the Division of Personnel and Personnel Advisory Board members, among others.

### **PERFORMANCE STANDARDS:**

- Subcommittee work begins January 5, 2007.
- The subcommittee will meet no less than bi-weekly.
- The subcommittee estimates their tasks will last until April 30, 2007.
- Findings and analysis will be reported to the full council in two steps:
  - 1) An intermediate committee report to the chair of their activities is due February 14, 2007, and
  - 2) A full report to the council upon completion of the subcommittee's work April 30, 2007.
- Beginning May 1, 2007, after the subcommittee report is disseminated and discussed, further action steps will be taken by the full council. These action steps will include finalizing any recommendations and statutory or regulatory changes that would be necessary, the performance measures to determine the effectiveness of the recommendations, if adopted, and the implementation timeline for the recommendations. These recommendations will be included in the full report to the Governor and General Assembly to be issued on June 30, 2007.
- Statutory changes would be drafted for the 2008 legislative session.
- Regulatory changes could begin as soon as July 2007 with the adoption of the changes.
- Internal policies or procedural changes could be implemented upon adoption.



## **Employee Separations**

### **OBJECTIVE:**

*Ability of merit agencies to be able to separate employees in a timely fashion that is legally defensible.*

### **STRATEGIES:**

- 1) This subcommittee will determine the effectiveness and timeliness of the manner in which employees in merit system agencies may separate, given the need for due process in specific disciplinary actions and the need for timely and effective layoff processes that consider an employee's tenure and quality of service.
- 2) The subcommittee will interview staff in the agencies, the Division of Personnel and Personnel Advisory Board members, among others.

### **PERFORMANCE STANDARDS:**

- Subcommittee work begins January 5, 2007.
- The subcommittee will meet no less than bi-weekly.
- The subcommittee estimates their tasks will last until April 30, 2007.
- Findings and analysis will be reported to the full council in two steps:
  - 1) An intermediate committee report to the chair of their activities is due at the February 28, 2007,
  - 2) A full report to the council upon completion of the subcommittee's work April 30, 2007.
- Beginning May 1, 2007, after the subcommittee report is disseminated and discussed, further action steps will be taken by the full council. These action steps will include finalizing any recommendations and statutory or regulatory changes that would be necessary, the performance measures to determine the effectiveness of the recommendations, if adopted, and the implementation timeline for the recommendations. These recommendations will be included in the full report to the Governor and General Assembly to be issued on June 30, 2007.
- Statutory changes would be drafted for the 2008 legislative session.
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